

# Exhibit 12

**From:** Farmer, Stephen M <smfarmer@unc exchange.com>  
**Sent:** Tuesday, February 18, 2014 11:49 AM  
**To:** Williford, Lynn E <lynn\_williford@unc.edu>  
**Cc:** Strauss, Ronald P. <ron\_schultz@unc.edu>  
**Subject:** FW: Enrollment Diversity Benchmarks

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Dear Lynn (with a copy to Ron):

Ron mentioned that the two of you have been working together to develop measures of our academic health. I think this is a critical project for us, and I'm glad and grateful that the two of you are leading the way.

Attached please find a very rough attempt at benchmarks for diversity in undergraduate enrollment. The document shows where we stand in comparison to three groups: our UNC GA-defined peer universities; the top 30 national universities, as ranked by US News; and the 60 US universities in the AAU.

The tables show where we rank within these three groups on five measures of enrollment diversity:

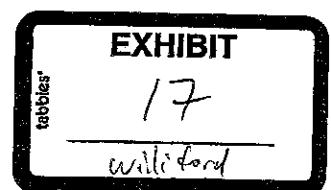
- . the percentage of all undergraduate students identifying themselves as American Indian;
- . the percentage identifying themselves as African American;
- . the percentage identifying themselves as Hispanic, Latino, or Latina;
- . the total percentage identifying themselves in any of these three ways;
- . the percentage of all undergraduate students receiving Pell Grants.

As a way of trying to gauge where we stand overall, the tables include one summary measure: where we rank within the three groups based on our average ranking on the five other benchmarks.

The tables use the most recent data from IPEDs, so they're a year behind. And it just occurred to me that measure #4 maybe shouldn't be included, since it's just the sum of measures #1-3.

Still, maybe something like this would be of some rough use to us.

Steve



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## ENROLLMENT DIVERSITY BENCHMARKS—SUMMARY

### UNC SYSTEM-DEFINED PEER GROUP

Among the 16 universities in its UNC system-defined peer group, UNC-Chapel Hill ranks

- 2nd in enrollment of American Indian students
- 3rd in enrollment of African American students
- 7th in enrollment of Hispanic/Latino/Latina students
- 5th in enrollment of all underrepresented minority students
- 7th in enrollment of Pell Grant recipients
- 2nd overall based on its average ranking on these five benchmarks

### TOP 30 NATIONAL UNIVERSITIES

Among the 30 national universities ranked highest by US News, UNC-Chapel Hill ranks

- 4th in enrollment of American Indian students
- 3rd in enrollment of African American students
- 17th in enrollment of Hispanic/Latino/Latina students
- 7th in enrollment of all underrepresented minority students
- 6th in enrollment of Pell Grant recipients
- 4th overall based on its average ranking on these five benchmarks

### AAU UNIVERSITIES

Among the 60 U.S. universities in the Association of American Universities, UNC-Chapel Hill ranks

- 6th in enrollment of American Indian students
- 5th in enrollment of African American students
- 29th in enrollment of Hispanic/Latino/Latina students
- 16th in enrollment of all underrepresented minority students
- 28th in enrollment of Pell Grant recipients
- 7th overall based on its average ranking on these five benchmarks

## ENROLLMENT DIVERSITY BENCHMARKS—PEER UNIVERSITIES

Among the 16 universities in its UNC-system-defined peer group, UNC-Chapel Hill ranks

- 2nd in enrollment of American Indian students
- 3rd in enrollment of African American students
- 7th in enrollment of Hispanic/Latino/Latina students
- 5th in enrollment of all underrepresented minority students
- 7th in enrollment of Pell Grant recipients
- 2nd overall based on its average ranking on these five benchmarks

School	Under-grads	American Indian	African American	Hispanic	Underrep-resented	Pell	Average Rank—Five Benchmarks
The University of Texas at Austin	39,955	0.28%	5	4.41%	10	20.88%	1
University of North Carolina at Chapel Hill	18,503	0.56%	2	8.80%	3	8.32%	7
University of California-Los Angeles	27,941	0.18%	9	2.87%	13	17.52%	2
University of Southern California	18,316	0.16%	10	4.46%	9	13.77%	3
Duke University	6,655	0.53%	3	9.90%	2	6.39%	11
University of California-Berkeley	25,774	0.26%	6	2.44%	15	12.88%	4
University of Maryland-College Park	26,538	0.13%	14	12.13%	1	7.92%	9
University of Pennsylvania	11,678	0.25%	7	6.97%	4	8.57%	6
University of Washington-Seattle Campus	29,475	0.90%	1	2.64%	14	6.54%	10
Johns Hopkins University	6,023	0.15%	12	5.55%	7	9.07%	5
University of Minnesota-Twin Cities	34,469	0.34%	4	3.74%	12	2.77%	15
Northwestern University	9,376	0.11%	15	5.47%	8	7.98%	8
University of Virginia-Main Campus	15,822	0.14%	13	6.37%	5	5.49%	12
University of Michigan-Ann Arbor	27,979	0.16%	10	4.39%	11	4.03%	14
University of Pittsburgh-Pittsburgh Campus	18,429	0.06%	16	5.90%	6	2.40%	16
University of Wisconsin-Madison	30,301	0.23%	8	2.18%	16	4.42%	13

## ENROLLMENT DIVERSITY BENCHMARKS—TOP 30 UNIVERSITIES

Among the 30 national universities ranked highest by US News, UNC-Chapel Hill ranks

- 4th in enrollment of American Indian students
- 3rd in enrollment of African American students
- 17th in enrollment of Hispanic/Latino/ Latina students
- 7th in enrollment of all underrepresented minority students
- 6th in enrollment of Pell Grant recipients
- 4th overall based on its average ranking on these five benchmarks

School	Undergrads	American Indian	African American	Hispanic	Underrepresented	Pell	Average Rank—Five Benchmarks
Columbia University in the City of New York	7,814	0.54%	5	7.95%	4	14.29%	4
Stanford University	7,063	0.98%	2	6.24%	14	16.69%	2
Massachusetts Institute of Technology	4,503	0.31%	8	6.17%	15	15.26%	3
University of North Carolina at Chapel Hill	18,503	0.56%	4	8.80%	3	8.32%	17
Rice University	3,848	0.18%	18	6.57%	10	14.27%	5
Dartmouth College	4,193	2.36%	1	7.01%	8	7.89%	20
University of California-Los Angeles	27,941	0.18%	18	2.87%	28	17.52%	1
Yale University	5,405	0.65%	3	6.55%	11	10.05%	11
Cornell University	14,261	0.28%	10	5.81%	19	10.46%	8
Duke University	6,655	0.53%	6	9.90%	1	6.39%	25
University of Southern California	18,316	0.16%	22	4.46%	24	13.77%	6
Vanderbilt University	6,796	0.26%	12	7.59%	5	7.95%	19
University of California-Berkeley	25,774	0.26%	12	2.44%	29	12.88%	7
Brown University	6,435	0.26%	12	5.86%	18	10.15%	10
Emory University	7,656	0.20%	17	9.76%	2	5.42%	28
University of Pennsylvania	11,678	0.25%	15	6.97%	9	8.57%	15
Wellesley College	4,815	0.27%	11	7.48%	6	5.44%	27
Princeton University	5,327	0.17%	21	7.36%	7	7.43%	22
University of Chicago	5,618	0.18%	18	4.50%	23	8.44%	16
Harvard University	10,564	0.23%	16	6.00%	17	8.60%	14
University of Notre Dame	8,475	0.42%	7	3.30%	27	9.95%	12
Johns Hopkins University	6,023	0.15%	24	5.55%	20	9.07%	13
Georgetown University	7,552	0.12%	26	6.17%	15	7.51%	21
California Institute of Technology	997	0.30%	9	1.71%	30	10.43%	9
Northwestern University	9,376	0.11%	28	5.47%	21	7.98%	18
University of Virginia-Main Campus	15,822	0.14%	25	4.50%	23	8.44%	16
Carnegie Mellon University	5,921	0.12%	26	5.46%	22	7.30%	23
University of Michigan-Ann Arbor	27,979	0.16%	22	4.39%	25	4.03%	30
Washington University in St Louis	7,259	0.11%	28	6.25%	13	4.79%	29
Tufts University	5,255	0.06%	30	4.03%	26	6.51%	24

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## ENROLLMENT DIVERSITY BENCHMARKS—AAU UNIVERSITIES

- Among the 60 U.S. universities in the Association of American Universities, UNC-Chapel Hill ranks
  - 6th in enrollment of American Indian students
  - 5th in enrollment of African American students
  - 29th in enrollment of Hispanic/Latino/Latina students
  - 16th in enrollment of all underrepresented minority students
  - 28th in enrollment of Pell Grant recipients
  - 7th overall based on its average ranking on these five benchmarks

School	Undergrads	American Indian	African American	Hispanic	Underrepresented	Pell	Average Rank—Five Benchmarks
University of Florida	32,776	0.29%	20	8.03%	7	18.31%	5
University of Arizona	31,565	1.07%	1	3.22%	46	22.95%	2
Columbia University in the City of New York	7,814	0.54%	8	7.95%	8	14.29%	12
Stony Brook University	15,837	0.35%	12	6.72%	14	10.04%	21
Stanford University	7,063	0.98%	2	6.24%	22	16.69%	8
The University of Texas at Austin	39,955	0.28%	22	4.41%	37	20.88%	3
University of North Carolina at Chapel Hill	18,503	0.56%	6	8.80%	5	8.32%	29
Massachusetts Institute of Technology	4,503	0.31%	15	6.17%	23	15.26%	11
University of California-Davis	25,666	0.30%	17	2.28%	53	16.39%	9
Texas A & M University-College Station	40,103	0.30%	17	2.86%	48	18.12%	6
Rutgers University-New Brunswick	31,593	0.10%	57	7.51%	10	11.84%	16
University of California-Santa Barbara	18,977	0.15%	46	2.20%	54	24.24%	1
University of California-Los Angeles	27,941	0.18%	39	2.87%	47	17.52%	7
University of California-Irvine	22,216	0.17%	42	2.05%	56	19.72%	4
Yale University	5,405	0.65%	4	6.55%	17	10.05%	20
Rice University	3,848	0.18%	39	6.57%	16	14.27%	13
Duke University	6,655	0.53%	9	9.90%	2	6.39%	39
University at Buffalo	19,514	0.26%	25	6.59%	15	6.60%	37
New York University	22,498	0.33%	14	4.58%	33	9.57%	22
University of California-Berkeley	25,774	0.26%	25	2.44%	52	12.88%	15
Tulane University of Louisiana	8,357	0.37%	11	9.62%	4	5.59%	43
University of California-San Diego	22,676	0.19%	37	1.23%	60	15.77%	10
University of Southern California	18,316	0.16%	44	4.46%	36	13.77%	14
Cornell University	14,261	0.28%	22	5.81%	27	10.46%	17
Emory University	7,656	0.20%	35	9.76%	3	5.42%	46
University of Maryland-College Park	26,538	0.13%	51	12.13%	1	7.92%	32
Vanderbilt University	6,796	0.26%	25	7.59%	9	7.95%	31
University of Missouri-Columbia	26,960	0.31%	15	8.05%	6	3.05%	58
Brown University	6,435	0.26%	25	5.86%	26	10.15%	19
University of Pennsylvania	11,678	0.25%	29	6.97%	12	8.57%	27

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School	Undergrads	American Indian	African American	Hispanic	Underrepresented	Pell	Average Rank—Five Benchmarks
University of Washington-Seattle Campus	29,475	0.90%	3	2.64%	49	6.54%	38
Michigan State University	37,354	0.27%	24	6.73%	13	3.53%	56
University of Kansas	19,169	0.56%	6	3.74%	42	5.91%	41
University of Oregon	20,809	0.63%	5	1.88%	57	7.03%	36
Harvard University	10,564	0.23%	30	6.00%	24	8.60%	26
Princeton University	5,327	0.17%	42	7.36%	11	7.43%	33
University of Colorado Boulder	25,941	0.46%	10	1.53%	59	8.89%	24
University of Rochester	5,785	0.29%	20	4.74%	32	5.51%	44
Georgia Institute of Technology-Main Campus	14,527	0.12%	52	6.44%	18	6.15%	40
Ohio State University-Main Campus	43,058	0.20%	35	6.27%	20	3.11%	57
University of Chicago	5,618	0.18%	39	4.50%	35	8.44%	28
Johns Hopkins University	6,023	0.15%	46	5.55%	28	9.07%	23
University of Illinois at Urbana-Champaign	32,281	0.10%	57	5.45%	31	7.43%	33
California Institute of Technology	997	0.30%	17	1.71%	58	10.43%	18
University of Minnesota-Twin Cities	34,469	0.34%	13	3.74%	42	2.77%	59
Case Western Reserve University	4,386	0.21%	33	4.58%	33	4.72%	50
Northwestern University	9,376	0.11%	54	5.47%	29	7.98%	30
Brandeis University	3,588	0.14%	48	4.35%	39	5.88%	42
Carnegie Mellon University	5,921	0.12%	52	5.46%	30	7.30%	35
University of Virginia-Main Campus	15,822	0.14%	48	6.37%	19	5.49%	45
Boston University	18,306	0.11%	54	3.27%	45	8.75%	25
Iowa State University	25,553	0.21%	33	2.58%	50	3.86%	54
Purdue University-Main Campus	31,284	0.19%	37	3.31%	44	3.69%	55
University of Iowa	21,999	0.22%	32	2.53%	51	5.30%	48
Washington University in St Louis	7,259	0.11%	54	6.25%	21	4.79%	49
Indiana University-Bloomington	32,371	0.14%	48	4.16%	41	4.04%	52
Pennsylvania State University-Main Campus	39,192	0.09%	59	4.31%	40	5.33%	47
University of Michigan-Ann Arbor	27,979	0.16%	44	4.39%	38	4.03%	53
University of Pittsburgh-Pittsburgh Campus	18,429	0.06%	60	5.90%	25	2.40%	60
University of Wisconsin-Madison	30,301	0.23%	30	2.18%	55	4.42%	51